THE Maple Leaf / LA Feuille d'érable

February 2014, Volume 17, Number 2 | Keeping the Defence Team informed | Français au verso

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National Defence | Défense nationale

Canada

ASK THE COMMAND TEAM

THE CDS AND CF CHIEF WARRANT OFFICER WANT TO HEAR FROM YOU

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to **+AskTheCommandTeam-Equipedecommandementvousrepond@ADM(PA)@Ottawa-Hull.** Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.

CFHA housing issues

Q **Good day Sir,**

Recently there was an Ombudsman Report about our housing situation here in Cold Lake that said there was only a handful that were in good condition. We just received the yearly rent increase for Cold Lake and it seems there has been no consideration that there have been no improvements, but still we are being told to pay more again. Also included in our letter was a note telling us also that we will now be affected by FAIR MARKET VALUE, which from what I understand means that if the FMV in Cold Lake says my house should have a rent of $1,500/ month, but I only pay $1,100 that would mean a monthly difference of $ 400 that amount will now become a TAXABLE Allowance at the end of the year and will be reflected on my T4.

I find this quite concerning since I will be taxed on money that I will not receive. Why should members posted to Cold Lake be penalized more than other bases since our economy here is driven by the oil companies?

Sergeant, Cold Lake

A Thanks for the question, and rest assured that I, as well as the team at the Canadian Forces Housing Agency (CFHA) understand the situation. We are committed to ensuring that CAF members and their families enjoy a good quality of life regardless of where they are posted.

As you may be aware, CFHA adjusts rent for military housing every year, in accordance with departmental and Government of Canada policies. This ensures rent for government housing is comparable to that charged for similar homes in the local private sector market, which ensures fairness and equity for CAF families regardless of whether they choose to live in private or DND housing.

Howeve., local economies can have significant effects, and the current economic boom in Alberta can lead to adverse impacts on our members when it comes to the rising cost of housing, whether they choose to live in the private sector or on base.

Several measures are in place to limit rent adjustments and their resulting impacts on CAF families, but more is needed in Cold Lake where families face a high cost of living. The 10 percent reduction authorized in December 2012 will continue to be applied to rent in Cold Lake until March 2015 to provide some financial relief to families living in DND housing. However, in spite of the 10 percent reduction, rent for DND housing in Cold Lake will increase by approximately six percent in April 2014, due to the rapidly growing local economy and high housing demand.

When rent is reduced to less than the fair market value, it is considered a taxable benefit under the *Income Tax Act*; consequently, this information will be calculated and reflected in your upcoming T4 slips.

The CAF and CFHA continue to work relentlessly to improve, modernize and repair housing units across the country. Each year CFHA ensures that as much as possible of the rent collected from occupants goes back into the operation, improvement and maintenance of the housing portfolio. Annual investments in housing improvements in Cold Lake have increased from $3.5 million in 2011-2012 to $9.4 million in 2013-2014. These investments include full exterior retrofits, the replacement of doors, windows, and trim, kitchens cabinets, roof shingles, furnaces, electrical panels, hot water tanks, and exterior work such as driveways, steps and sidewalks.

I realize that this information will not lessen the impact of your rent increase, but know that DND staff are doing everything within the confines of policies and regulations to limit the impact of the rent adjustment at 4 Wing Cold Lake.

General Tom Lawson, CDS

DEPUTY MINISTER TOURS GARRISON PETAWAWA

Sgt Alain Monssette from 2 CER explains to the Deputy Minister of National Defence Richard Fadden the various ways explosives are used during a demonstration at Garrison Petawawa on January 17.

PHOTOS: Sgt Jean-Francois Lecat

Army Commander LGen Marquis Hainse and the Deputy Minister of National Defence Richard Fadden with Col Peter Dawe, commander of 2 CMBG, at Garrison Petawawa on January 17.

Canadian Army Commander Lieutenant-General Marquis Hainse guided Deputy Minister of National Defence Richard Fadden on a tour of Garrison Petawawa for a look at how soldiers are training.

"What better way to grasp the professionalism and expertise of our troops than to see them in action," said LGen Hainse.

Mr. Fadden was equipped with an Army uniform including some cold-weather gear for his full-day tour outdoors in snowy -6°C conditions on January 17.

Mr. Fadden observed live fire by 3rd Battalion, The Royal Canadian Regiment, who demonstrated the C7A2 automatic rifle, C9A2 light machine-gun, 50-calibre machine-gun and the 81-mm mortar. Members of the 2nd Regiment, Royal Canadian Horse Artillery also demonstrated the power of the M777 howitzer.

He also got a taste of military life when he shared a lunch of military rations with soldiers.

"Being here with these troops today is a very positive reinforcement on a personal level of the training, skills and outstanding character that our Canadian soldiers have," said Mr. Fadden.

Major Anthony Robb, 2 Combat Engineer Regiment, was responsible for coordinating the demonstrations. Maj Robb was impressed with the Deputy Minister's eagerness to participate. Mr. Fadden helped five combat engineers perform an explosive breach and blow up a door.

"He got to feel the blast," said Maj Robb.

The visit agenda also included observing the Quarter Guard drill from the 2nd Canadian Mechanized Brigade Group, a viewing a Light Armoured Vehicle III in action, a tour of the new facilities for 450 Tactical Helicopter Squadron along with the CH-147F Chinook aircraft..

"We have the best troops in the world and any opportunity for senior departmental leadership to interact with them is greatly appreciated because they can see first-hand how skilled they are," said Colonel Peter Dawe, commander of 2 CMBG. ◆

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COVER:

A view from inside the new National Defence Headquarters.

THE OLYMPIC AND PARALYMPIC GAMES' MILITARY CONNECTION

WITH THE OLYMPICS UNDERWAY IN SOCHI, RUSSIA, AND AS CANADIAN ATHLETES COMPETE FOR THEIR COUNTRY, THE CANADIAN ARMED FORCES ALSO HAS AN OLYMPIC CONNECTION.

Through Op Podium, CAF personnel supported the RCMP in securing Olympic venues and helping to monitor maritime, air, and land approaches to Canada's west coast during the 2010 Olympic Games. MS Bijod Emilcar, a CAF member shows the special coin given to him for his participation in the 2010 Winter Olympics Opening Ceremonies.

MILITARY/SPORT CONNECTION

There is a long relationship between sports and military service in our country. Canadians serving in the First and Second World Wars, and the Korean War often took part in 'games days' and other official and unofficial athletic contests. This military/sport connection has continued in the post-war years. Not surprisingly, some of these 'soldier-athletes' have worn both a military uniform and an Olympic athlete's uniform for our country.

PARALYMPIC GAMES

The origins of the Paralympic Games are closely tied with military service. In the years after the Second World War, some allied servicemen and servicewomen who had been seriously injured in duty began turning to sport to help in their rehabilitation. This modest beginning has grown into the worldwide competition the Paralympic Games are today.

The peace and freedom we in Canada enjoy today is only a dream in many of the countries that compete in these international games. These privileges are ours because generations of Canadians, like the people mentioned here, have defended them over the years.

SOLDIER ON: USING SPORT TO IMPROVE THE QUALITY OF LIFE

Awareness of the importance that sport can play in helping to rehabilitate injured servicemen and servicewomen has grown over the years. The 'Soldier On' program aims to use sport to improve the quality of life of current and former CAF personnel who have suffered major injuries. The program has helped Sergeant Steve Daniel obtain the necessary equipment to become a world class arms-only rower and it is also helping others, such as triathlete Captain Kimberley Fawcett an Afghanistan Veteran who lost her leg in a motor vehicle accident back in Canada in 2006.

Canadian Soldier Olympians

Captain Sharon Donnelly
2000 Olympic Games - Triathlon

Inducted into the Canadian Forces Sports Hall of Fame in 1999

When it was announced that the triathlon would be a new event at the 2000 Olympic Games in Sydney, Australia, Capt Donnelly left her position as a logistics officer with the Regular Forces in order to train full-time and qualify for the Canadian team (although she remained in the Army reserves). At the Olympics she crashed during the cycling leg of the triathlon competition, unfortunately taking her out of the running for a medal. The bruised and bloodied Capt Donnelly persevered, however, and finished the race.

Mark Graham
1992 Summer Olympics: Canadian 4 x 400 metre relay team

An exceptional athlete, he was a member of the Canadian 4 x 400 metre relay team in the 1992 Summer Olympic Games in Barcelona, Spain. In 2004, Private Mark Graham answered the call to serve in the cause of peace and freedom and enlisted in the CAF. Pte Graham was sent to Afghanistan with the Royal Canadian Regiment. The 33-year-old was killed by 'friendly fire' on September 6, 2006 when his platoon was mistakenly attacked by an American warplane during an operation to capture a Taliban stronghold west of Kandahar. Pte Graham is buried at the National Military Cemetery in Ottawa.

Steve Cyr
Winter Olympics 1992, 1994, 1998

Inducted into the Canadian Forces Sports Hall of Fame in 2002.

Corporal Cyr enlisted in the CAF in 1988, becoming a member of the Royal 22e Regiment. He placed as high as eighth in his Olympic biathlon competition career, which included 10 km, 20 km and team relay events. In addition to competing internationally, Cpl Cyr won Canadian biathlon titles in 1992, 2000 and 2002. He took great pride in also representing his regiment at many military biathlon competitions, both in Canada and beyond, taking home titles for the Van Doos on numerous occasions.

Visit **www.veterans.gc.ca/eng/remembrance/those-who-served/olympics** to view all the complete profiles. ♣

CAF member represents Canada at Paralympic Games!

Corporal Dominic Larocque will represent Canada with pride at the XI Paralympic Winter Games in Sochi, Russia in March.

"I would like to acknowledge and congratulate Cpl Dominic Larocque for making the Canadian National Sledge Hockey Team! Cpl Larocque's drive and determination serves as an inspiring example for us all. This March I urge you to join me cheering on Cpl Larocque, and all of the men and women who will represent Canada as part of our Paralympics teams," said General Tom Lawson, Chief of the Defence Staff.

In 2007, Cpl Larocque was deployed with the 3rd Battalion, Royal 22e Régiment in the Panjwayi District of Afghanistan. While on patrol, he was wounded in an improvised explosive device attack. As a result, he had to have his left leg amputated above the knee.

Following an extensive rehabilitation period, Cpl Larocque was introduced to the Soldier On Program and to the sport of ice sledge hockey.

"In 2010 I had the opportunity to visit Vancouver during the Paralympics. It really inspired me and I decided that I would like to be part of the national team in Sochi. I am extremely proud and excited that my dream has become a reality," says Cpl Larocque.

CAF INSPIRES CANADA'S OLYMPIC HOCKEY TEAMS

To the men and women of the Canadian Armed Forces,

On behalf of the players and staff members with Canada's men's, women's and sledge hockey teams, we want to send our best wishes to the men and women representing all Canadians overseas as part of the Canadian Armed Forces.

At Hockey Canada, we take great pride in representing Canada on the international hockey stage, and we take great inspiration from Canadian troops who do the same all over the world, in much more challenging circumstances.

When assembling a hockey team for Canada, as coaches, we are always looking for talented athletes, but also individuals with great character – men and women that will put the team first, that will work hard and show determination at all times. Those are qualities we also associate with Canada's troops who represent us through difficult and trying times.

To the men and women that represent all Canadians with the Canadian Armed Forces, we thank you and wish you well. We will be thinking of you as we take the ice in Sochi, and look forward to your safe return to Canada, to your families, friends and those of us who admire your devotion to your country.

Mike Babcock
Head Coach
Canada's National Men's Hockey Team

Dan Church
(Former) Head Coach
Canada's National Women's Hockey Team

Mike Mondin
Head Coach
Canada's National Sledge Hockey Team

GIVE A VOICE TO EE

The Defence Advisory group is looking for new military and civilian members to help give a voice to the Employment Equity (EE) designated groups.

WHAT IS EMPLOYMENT EQUITY (EE)?

EE is a legal obligation whose purpose is the eliminating of barriers/disadvantages traditionally experienced by the four EE designated groups that include women, Aboriginal peoples, persons with disabilities and members of visible minorities.

Its purpose is to achieve equality in the workplace so that no one can be denied employment opportunities or benefits for reasons unrelated to their workability. It is also vital in correcting employment disadvantages experienced by members of designated groups.

The *Employment Equity Act* requires all federally regulated employers consult with their employee representatives with respect to the implementation and communication of Employment Equity matters. The Defence Advisory Groups are the means that we have chosen to accomplish this.

WHAT ARE DEFENCE ADVISORY GROUPS AND WHAT DO THEY DO?

Defence Advisory Groups consist of DND employees and CAF members who meet on a regular basis with their chain of command's representative to discuss local and national Employment Equity related issues. Each group is lead, both locally and nationally, by an elected DND employee and a CAF member who will co-chair the group's meetings.

Defence Advisory Groups represent the four designated groups and are called:

- Defence Women's Advisory Organisation;
- Defence Aboriginal Advisory Group;
- Defence Visible Minority Advisory Group; and
- Defence Advisory Group for Persons with a Disability.

Discussions include topics that may impact designated group members such as, implementation of an Employment Equity Plan, modifications to base/wing procedures, implementation of a departmental policy, or if modifications to uniforms that may impact one of the groups.

WHAT ARE THESE DISCUSSIONS USED FOR?

The mandate of a Defence Advisory Group is to provide advice and insight to leadership within the DND and the CAF towards the implementation of employment equity. This advice may affect or assist in:

- policy development on issues related to recruitment, retention, promotion and training;
- Employment Equity initiatives; and
- identification of systemic barriers.

WHEN DO THE MEETINGS TAKE PLACE?

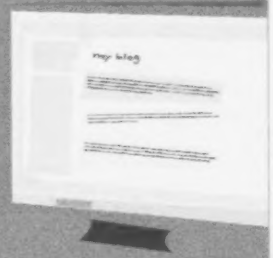
Local Defence Advisory Groups will typically meet monthly, during normal working hours or over the lunch hour. Both the Chief of the Defence Staff and the Deputy Minister of National Defence have approved and support these meetings, as can be seen in the joint DM/CDS letter signed in January 2007. A copy of this letter may be found in the link below.

WHO CAN PARTICIPATE?

Membership is open to all civilian employees and military members, regardless if they are a member of a designated group or not.

For further information on Defence Advisory Groups and contact information for your local Defence Advisory Groups please visit the following site refer to the link **http://cmp-cpm.forces.mil.ca/dgmp-dgpm/dhrd-ddpd/ags-sge/index-eng.asp** or call the toll free number: in Canada, 1-888-298-4585 or in the National Capital Region, at 613-971-0486.

Are you on Defence Connex yet?



Champion Blog

In the most recent Champion Blog on Defence Connex, you will find a summary of the input we have heard so far on Blueprint 2020 from various sources. What do you think the areas outlined are? Visit Defence Connex to find out at **dt-ed.mil.ca**.

Defence Connex Fun Fact

There has been a 722 per cent increase in the number of DND/CAF users on GCconnex since Defence Connex was created. Visit **dt-ed.mil.ca** to see what it's all about.

Buy it better: What are your ideas on small "p" procurement?

Every member of the Defence Team is a user of the procurement system – did someone buy your office supplies and computers or the tools you used today? Visit Defence Connex at **dt-ed.mil.ca** and share your procurement-related cost or time-saving suggestions and tell us how we can buy it better.

Exercise PÈLERIN VALEUREUX

Eight hundred reservists from 35 Canadian Brigade Group were deployed in Rivière-du-Loup, Quebec, for Exercise PÈLERIN VALEUREUX 2014 from January 5 to 11. This large exercise was a great opportunity for reservists to practice combat operations in sub-zero conditions.

After a week of training, the soldiers were able to destroy the enemy as part of Ex PÈLERIN VALEUREUX.

Members of the reconnaissance C Company patrol the Mont Saint-Honoré Citadel during Ex PÈLERIN VALEUREUX.

PHOTO: Cpl Valérie Viljoen

STRESS MANAGEMENT QUICK TIPS

Rest, relaxation and recreation - Although some activities strip us of energy, engaging in things we enjoy actually gives us more energy to manage stress. However, when under stress people often stop "having fun" due to a lack of time or a decreased interest or drive. It is even more important to schedule positive activities in our day in order to effectively manage the demands in our life.

Get help sooner - Early intervention may lead to faster recovery. There is strong evidence that shows the longer the delay to treatment, the more difficult the path to recovery.

Follow care recommendations - The cause of mental health issues may be out of your power or control, however, it is in your power to get help. Make positive choices and follow the advice of the professionals involved in your care.

For more stress management quick tips, please visit **http://www.forces.gc.ca/en/caf-community-health-services-r2mr/index.page**.

RCAF PARTICIPATION IN SERPENTEX 2013

The RCAF wrapped up its participation in Serpentex 2013 with its last mission on December 6, from the Solenzara Air Force Base in Corsica, France, when CF-18 Hornets from 4 Wing Cold Lake, dropped training bombs and fired rounds on multiple targets during a close air support mission, testing their ability to integrate with joint terminal attack controllers from both the Canadian Army and participating nations.

"The RCAF is honoured to have been invited to participate in Serpentex. Each participant is going home with a better understanding of multi-national operations and increased expertise in their individual roles," said Lieutenant-Colonel Luc Girouard, the air task force commander for Serpentex.

MULTI-NATIONAL TRAINING

Serpentex is an annual, multi-national training event hosted by the French Air Force. Its primary goal is to train joint terminal attack controllers and fighter jets in close air support missions. These missions occur whenever ground troops are in close proximity to their targets and require close integration between ground and air forces.

Between November 25 and December 6, the Canadian joint terminal attack controllers conducted approximately 75 missions with fighters from Canada, France, Spain, and Italy and with other controllers from France, Belgium, Italy, Slovenia, Spain, the United States, and the United Kingdom.

"It was an excellent experience in integrated operations that tested our 'rules of engagement' and 'collateral damage estimate' processes in a more dynamic environment," said Captain Neil Ryan, of the Canadian tactical air control. "These were very realistic scenarios and it resulted in excellent training value for our (joint terminal attack controllers)."

CF-18 TRAINING

To support this multi-national controllers' training, the CF-18 Hornet detachment from 409 Tactical Fighter Squadron, 4 Wing Cold Lake, flew an average of four missions daily for a total of 52 missions throughout the exercise.

A CP-140 Aurora from 405 Long Range Squadron, from 14 Wing Greenwood, N.S., flew three missions from its base in Sigonella, Italy to provide intelligence, surveillance and reconnaissance support to allied forces.

A team in the deployed mission support centre collected full motion video from the Aurora, which was analyzed by experts to provide a clear picture of what was happening on the ground. The mission support centre was also able to link to near real-time sniper pod footage provided by the CF-18s.

IMAGERY FOOTAGE

It was the first time the centre had collected this type of footage from the jets, which was instrumental in supporting strike coordination and armed reconnaissance missions. A team of imagery analysts interpreted full motion video and provided actionable intelligence in near real-time to exercise decision-makers. This intelligence included pattern of life, visual identification of targets and situation awareness of the operating environment.

2 Wing Bagotville, Que., provided command and control of all the Canadian detachments. The wing also deployed an operational support element to coordinate information flow between each detachment and higher headquarters, and a mission support element that provided all the logistical support to the air task force. ◆

PHOTO: MS Steve Pound

A technician from 409 Tactical Fighter Squadron, 4 Wing Cold Lake, does a safety walk around on a CF-18 Hornet at Solenzara AFB in Corsica, France, during Serpentex 2013.

SEA KING TESTING COMPLETE

CH-124 Sea King helicopter lands on ships deck

Civilian and military personnel completed flight testing onboard HMCS *Fredericton* for the CH-124 Sea King helicopter and the newly modernized Halifax-class frigates.

The often harsh conditions facing a ship at sea can make it extremely challenging to land a large helicopter on the deck of a frigate. The data collected during these tests, conducted in the Northern Atlantic Ocean from December 2 to 9, will serve to establish the safe limits for shipborne air operations.

This testing was required because the Halifax-Class Modernization Frigate Life Extension program included significant superstructure changes to the ship which had the potential to affect the accuracy of the mast-mounted anemometers and the wind characteristics over the flight deck. Without the revised wind and deck motion limits, the Royal Canadian Navy (RCN) would be unable to conduct helicopter operations, severely limiting the ship's capabilities.

Partner agencies involved in the project included the Aerospace Engineering Test Establishment (AETE), the National Research Council, Defence Research and Development Canada - Atlantic, and 12 Wing Shearwater, which provided the Sea King and the personnel to maintain it, and to augment the AETE flight test team.

REGIMENT SETS THE BAR IN THE CANADIAN PATROL CONCENTRATION 13

The Canadian Manoeuvre Training Centre (CMTC) played host to over 200 soldiers, earlier this winter, as eight Primary Reserve and 19 Regular Force Patrols from across Canada participated in a mentally and physically demanding tactical long-range patrolling event, designed by CMTC.

PHOTO: Mcpl David L. Mahon

A mass casualty evacuation takes place after a simulated helicopter crash.

The aim of Canadian Patrol Concentration 13 (CPC 13) was to; develop leadership; forge resiliency, measure tactical acumen; and build and strengthen individual character by surmounting unique mental and physical challenges, all executed within a winter climate.

The CPC 13 scenario was based on a long-range patrolling event, deep behind enemy lines. Patrols had to complete seven key tactical tasks, day and night, all within the unseasonably harsh winter conditions at CFB Wainwright, where temperatures ranged from -10°C to -36°C. Patrol tasks included; comprehensive long-range patrol battle procedure, insertion by helicopter rappel, partisan link up and obstacle crossing, point reconnaissance, a Quick Reaction Force tasked with response to casualties from a downed helicopter located in a mined area, a live section range and concluded with the production and presentation of, a detailed patrol report back-brief. Throughout CPC 13, an active enemy force conducted counter-reconnaissance operations.

CPC 13 resulted in a wealth of lessons learned and reinforced the key lesson of cold weather and patrolling operations. A detailed summary of these points will be published in a future Army Lessons Learned Bulletin, focussed on CPC 13. The over-riding lesson however, was the continued requirement for both knowledge and experience related to winter operations. ◆

Commander discusses the future of the Canadian Army

AFTER SIX MONTHS AS CANADIAN ARMY COMMANDER, AND HAVING RECENTLY TOURED ALL OF THE ARMY DIVISIONS AND THE DEPLOYMENT IN THE PHILIPPINES, LIEUTENANT-GENERAL MARQUIS HAINSE TALKS ABOUT THE FUTURE OF THE CANADIAN ARMY.

PHOTOS: Virgil Maxwell Ferguson

Canadian Army Commander LGen Marquis Hainse greets soldiers upon their return from their 40-day deployment to the Philippines to provide humanitarian assistance following Typhoon Haiyan.

Canadian Army Commander Lieutenant-General Marquis Hainse, inspects the Quarter Guard during his visit to 3rd Canadian Division Headquarters in Edmonton, Alberta.

You recently toured all the Army Divisions across Canada. What are your impressions from your visits?

Very positive impressions. I saw good morale and it also allowed me to see some realities from division to division that varies either from a recruitment or from a resource point of view. It's a great opportunity to connect with what is happening on the ground.

What impact did the interactions with troops have on you?

When I get up in the morning, I am still very happy to put on my combat boots. Every time I go and visit the troops I get re-energized. It's a good reminder of what we are all about – the soldiers that will deliver effects either in Canada or abroad. We should never lose sight of this.

What were the key messages for the troops?

We need to make sure that in a post-Afghanistan era, we know what the Army is all about. The Army needs to set itself to be able to continue contributing to internal security and obviously domestic challenges when need be. It's not "business as usual" but it's still very important that we carry on. We need to learn a lot from our era in Afghanistan, we need to introduce what we have learned in practice and bring it back to our reality.

The CAF is getting a lot of positive attention for its humanitarian work in the Philippines. How is it shaping perceptions?

We have a great circumstance right now of being very popular. I think operations such as Operation RENAISSANCE in the Philippines, helps keep our popularity at a good level. This contribution is also a testimony of our ability to deploy and to be versatile. Most importantly, it's a testimony to the competence, the professionalism and the great commitment of our personnel. There is no greater ambassador on the international scene than our soldiers. I am very proud of each and every one of them for what they have done.

A number of large equipment projects are ongoing such as the upgraded LAV. What do these new capabilities mean for the Army?

Those capabilities mean the Army will be set for the future. They will help guarantee that we will be able to conduct all tasks set by the *Canada First* Defence Strategy in the full spectrum of conflict. I think from a soldier's point of view it is all positive because they see that we are taking care of them.

What are your priorities for the Army for 2014?

The key priority is aligning the Army with what we are asked to do. Readiness is our bread and butter. Everything we do needs to have readiness behind the scenes.

In terms of sustaining the Army, we need to make sure that we assess our processes, to achieve efficiencies in terms of process and in terms of dollars.

And finally – let's engage with our colleagues, let's engage with our superiors and our friends let's tell them with a common voice what the Army is all about and where we are going. ◆

NATO NAMES MILITARY MEMBER OF THE YEAR

Headquarters Supreme Allied Commander Transformation (SACT) Military Member of the Year, Canadian Army Sgt Jim Bartley, receives a congratulatory gift from Supreme Allied Commander Transformation, French Air Force General Jean-Paul Paloméros.

Canadian Armed Forces member Sergeant Jim Bartley was recently named the 2013 Military Member of the Year (MMOY) at Headquarters NATO Allied Command Transformation (ACT) in Norfolk, Virginia. Selected from a competition pool of 40 other applicants the Canadian Army sergeant is the first CAF member to earn this recognition.

"It's an honour to be selected among so many top soldiers, and to be able to represent Canada. It is also very special," said Sgt Bartley.

25 YEARS OF SERVICE

A native of Selkirk, Manitoba, Sgt Bartley has been in the Army for 25 years, originally having served in the Armour Corps before voluntarily transferring to the Resource Management Support Clerk trade in 2005. He has deployed five times: Afghanistan (twice), Kosovo (once) and Bosnia (twice) and has a wealth of experience working in a multinational environment.

Since arriving at ACT in 2012, Sgt Bartley has made an impact as administrative assistant in the Training and Exercise Branch of the Joint Force Trainer division, and is now the administrative assistant to the Director of Staff Tasking Branch. Sgt Bartley has played a vital role in the organization of several ACT and nationally-sponsored activities this past year.

"Sgt Bartley has demonstrated enormous flexibility and initiative both within the Training and Exercise Branch and within DOST (Director of Staff Tasking) over the past year," said Canadian Army Colonel Paul Fleury, ACT Director of Staff Tasking. "These traits have allowed him to directly influence the productivity of both Branches by bringing fresh ideas and personal action to every challenge."

THE PROGRAM

The MMOY program is designed to recognize a person, from across international enlisted ranks, who has demonstrated outstanding performance the past year in in things such as leadership, military bearing, command and community involvement, as well as other leadership related aspects. Sgt Bartley will now compete against the winners of ACT's subordinate commands this year, where the final winner will be announced as the ACT Overall Military Member of the Year.

"I just really like my job," said Sgt Bartley. "I truly appreciate dealing with all the different people throughout the day, being around some of the different cultures I'd never been exposed to.... It's very interesting to me."

NATO ALLIED COMMAND TRANSFORMATION

ACT is the only permanent NATO headquarters located outside of Europe and is the leading agent for change; driving, facilitating and advocating continuous improvement of the Alliance. Its aim is to improve relationships, interaction and practical co-operation with member nations, partners and international organizations. ◆

NEW NATIONAL HEADQUARTERS FOR THE DEFENCE TEAM

Building 5, situated in the centre of the Carling Campus, is one of a series of inter-connected buildings. This modern facility provides the collaborative conditions that will promote teamwork and increase the efficiency and effectiveness of Defence personnel.

A new era for the Defence Team is just beginning! In December 2013 the Carling Campus project reached a major milestone with the government's formal approval of the first phase of the project. This step confirms that the Carling Campus will serve as a new national headquarters for the Defence Team and allows work to begin to ensure the Campus' security and accommodations standards meet government requirements.

As DND/CAF is one of the largest and most complex organizations in the federal government, this move will create efficiencies and improve effectiveness in the National Capital Area (NCA), as well as benefit all Defence organizations through an improved NDHQ. By bringing together many of Defence's National Capital assets, consolidation will also complement Defence Renewal – an initiative announced in October 2013 that aims at finding efficiencies to be reinvested in operational capabilities and readiness.

"The Campus consolidation represents a new era for the Defence Team as it will invigorate and modernize the way we work," shared the Deputy Minister Richard Fadden and the Chief of the Defence Staff General Tom Lawson in a recent message. Consolidation will result in closer teamwork and improved teambuilding, which will better position Defence to make continual innovation and adaptation to change a regular part of doing business, which is one of the goals of Defence Renewal.

The consolidation of the National Defence Headquarters will bring 8,500 people – military and civilian – located in the NCA together in significantly fewer areas to improve how we work as one Defence Team.

The Carling Campus will allow us to reduce the number of National Defence Headquarters locations in the NCA from over 40 locations to seven and help to achieve savings for taxpayers of more than $750 million over 25 years.

In particular, the consolidation will reduce operational and accommodation costs, strengthen departmental security, and increase the efficiency and effectiveness of Defence Headquarters operations.

WHY CARLING CAMPUS?

The Department has long recognized that significant efficiencies could be achieved by consolidating DND/CAF personnel in the NCA into fewer buildings. Over time, as leases expire and older buildings are decommissioned, the availability of suitable replacement facilities in the NCA has been declining.

Public Works and Government Services Canada purchased the Carling Campus in response to National Defence's accommodation challenges, given the Campus has a number of features that make it ideal. The site can be modified to meet security requirements and increased work efficiency standards. It also has development potential into the future. While the cost efficiencies will be significant, this consolidation also facilitates closer collaboration and positions the Defence Team to successfully meet future roles and responsibilities.

An aerial view of the Carling Campus provides the layout of buildings, pathways and surrounding green space. Consolidating Defence Team members within the National Capital Region to this facility will create long-term cost-savings and the opportunity to innovatively address the challenging work of National Defence.

MOVING 8,500 PEOPLE

The move to the Carling Campus is currently targeted to begin in late 2015 and will be conducted in three phases. The first phase of what is being called "migration" will see over 3,000 Defence Team members move from various locations throughout the NCA to the Campus. Details for the next two phases will be finalized over the next year. Full occupancy is expected to be complete within approximately six years, at which point about 8,500 Defence Team members will be located at the Carling Campus.

Information will be available to personnel during the course of the migration on the Carling Campus page on the Defence Team intranet. As well, managers will be provided with information for their staff and a Carling Campus sub-group on Defence Connex will be created in early 2014 to provide personnel with a forum to ask questions and share information.◆

FOREIGN STUDENTS GRATEFULLY EXPERIENCE RMC SAINT-JEAN

Each year, the Military Training and Cooperation Program (MTCP) gives a group of foreign students insight into how the Canadian Armed Forces (CAF) prepare its future leaders. This year Royal Military College Saint-Jean welcomed seven students from countries such as Jamaica, Colombia, Benin, Senegal, Botswana, Georgia, and Thailand.

"We are very pleased to host these seven foreign students who are fully integrated into college life," said Colonel Jennie Carignan, RMC Saint-Jean commandant. "Their very presence amongst us expands the officer cadets' horizons, providing them with exposure to other countries' military personnel."

A group from eight-to-12 international students participate in the CAF Junior Officer Training and Cooperation Short Program (JOTESP), which consists of five phases. JOTESP students have the opportunity to live shoulder-to-shoulder with Canadian candidates during their language training and three military courses at the Canadian Forces Language School, the Canadian Forces Leadership and Recruit School and the Combat Training Centre in Gagetown.

"This program and mainly our academic year at RMC Saint-Jean will be an unforgettable step in our careers. It provides all of us with the opportunity to learn and share our military culture and ways of thinking with each other," said Second-Lieutenant Itseng Nfila, MTCP student from Botswana. "Today all my expectations about Canada and especially RMC Saint-Jean are being fulfilled. It is gratifying to see the support and interest from RMC Saint-Jean staff and officer cadets towards our daily improvement and learning."

The mission of MTCP students at RMC Saint-Jean is to integrate themselves into this new family, which contributes to their professional development in the military. RMC Saint-Jean helps them strengthen those pillars for successful careers as commissioned officers in their respective countries.◆

OCdt N'dah-Sekou was camouflaged as part of exercise Leadership Conquérant.

PHOTO: Capt Eric Le Marec

Defence Renewal

BUY IT BETTER...

MAKING A BIG DEAL OUT OF SMALL "P" PROCUREMENT

Smart buying and getting the best bang for the buck – or simply "buying it better" is what the Departmental Procurement Initiative (DPI) is all about, and is one of four Defence Renewal Initiatives under the Maintenance and Materiel renewal portfolio being spearheaded by ADM(Materiel).

Led by Director General Procurement Services, these procurement initiatives will have an enormous impact across the Department and Canadian Armed Forces because all wings, bases and headquarters contract for goods and services. We hear a lot about the "big" procurements in the media, but the buying of food, parts, office supplies, all manner of services from sanitation to simulation goes on every day largely unmentioned, and is what keeps the military ready for any challenge. Every member of the Defence Team is in some way a "user" of the procurement system – did someone have to buy your office supplies and computers or the tools you used today?

It's clear that great ideas for small "p" procurement efficiencies or "buying it better" may come from anywhere in the Defence organization and not just from procurement officers at NDHQ. With the DPI, we want everyone from base supply officers, to regional office managers, to technicians and operators from across the country, to share their procurement related cost-saving or time-saving suggestions with the whole Department.

Remember efficiencies may be found in the broad range of goods and services procured, ranging from widely available commercial products to products and services unique to defence and only available from the Defence Industrial Sector. With this in mind, DPI will be looking at the "When" the "Why" and the "How" of the procurement process.

While some ideas can potentially be easily implemented, it is recognized that in some instances significant changes for such things as processes and tools may be necessary to implement more complex changes. Richard Steele, a senior manager in the Materiel Group brings his extensive experience to the challenging role of program manager for the DPI.

"There are numerous procurement success stories and innovative ideas out there," says Mr. Steele. "We want to share these stories and build upon the successes, while exploring new ideas to ensure that the maximum resources possible can ultimately be dedicated to operational capabilities and readiness."

Ultimately, the success of this initiative will be measured by the dollar and resources saved, but also more holistically by our ability to streamline "buy" decisions and by the improvement in the overall level of procurement business acumen in the Department.

JOIN IN THE DISCUSSION

All members of the Defence Team are encouraged to join the "Buy it Better" discussion and provide your input and innovative ideas to help move the initiative forward. You can contribute your ideas two ways:

- By using the new knowledge-sharing platform called Defence Connex. Instructions on how to participate can be found under "Defence Connex" on the Defence Team intranet: http://dt-ed.mil.ca; or
- By emailing "Internal Communications Internesse ADM(PA)/ca/Ottawa-Hull. Make sure to use the Subject line "Buy it Better" on any correspondence. ♣

PHOTO: LS Dan Barr

Contracts for goods like food, parts and office supplies, and all manner of services from sanitation to simulation are issued every day across Defence, and help keep the military ready for any challenge.

January ANNOUNCEMENTS

A few important announcements helped start off the New Year for the Defence Team.

January 6

Canadian Warship Sets Sail on Operation ARTEMIS

HMCS *Regina* left Esquimalt to join Op ARTEMIS, Canada's contribution to the multinational effort in support of maritime security and counter-terrorism operations in the Arabian Sea region.

HMCS *Regina* will replace HMCS *Toronto*, which had been in the region from February to December 2013. During her deployment, HMCS *Toronto* intercepted and destroyed seven narcotics shipments totalling approximately 7.8 metric tonnes.

January 13

Commander RCN sets a course with Executive Plan

The Royal Canadian Navy (RCN) has a new roadmap to establish the Navy's direction and strategic priorities until 2017.

The RCN Executive Plan, launched in early December by Vice-Admiral Mark Norman, Commander RCN, will help guide the organization through the most intensive period of transition and renewal ever in its peacetime history.

January 14

DND and the US Share Space-related Data and Information

DND signed of a long-term agreement with the US Department of Defense to continue sharing space-related services and information. This arrangement will help maintain a safer operating environment for satellites, by sharing information on natural (space weather) and man-made hazards (orbital debris, de-orbiting satellites or spacecraft collisions) in orbit.

The CAF rely on space for a wide-range of functions such as command and control, weather information, navigation, communications, mapping, and search and rescue.

January 19

HMCS Toronto Disrupts another drug shipment

HMCS *Toronto* successfully disrupted another narcotics shipment during a patrol in the Indian Ocean, as part of Op ARTEMIS.

HMCS *Toronto* intercepted and boarded the vessel within 40 nautical miles of the coast of Tanzania and discovered 265 bags of heroin weighing more than 280 kilograms. This drug seizure marks the ninth narcotics shipment disruption for HMCS *Toronto*, as part of ongoing counter-terrorism operations in the Arabian Sea and Indian Ocean. To date she has recovered approximately 8.5 metric tonnes of narcotics.

January 20

Soldiers Return from Afghanistan

CAF members start returning to their home bases in Ontario, Manitoba, and Alberta after the latest deployment to Afghanistan. These soldiers are some of the last Canadians to serve in Op ATTENTION.

By the end of January, approximately 100 CAF personnel continued to support Op ATTENTION. All personnel will return home by the end of March 2014, marking the official end of Canada's military operations in Afghanistan.

Celebrating the Past, Planning the Future

RAdm Jennifer Bennett

International Women's Day (IWD) has become a 'world event', where women across all continents, regardless of national boundaries, of ethnic, linguistic, cultural, economic or political differences, unite to celebrate their achievements and victories.

As Defence Champion for Women, I am looking forward to the celebrations that will take place across the Defence Team in early March to commemorate the 2014 IWD, under the theme "Celebrating the Past, Planning the Future".

Although the March 8, declaration that is now recognized as International Women's Day was only adopted by the United Nations' General Assembly in 1977, the first IWD was honoured in Austria, Denmark, Germany and Switzerland on March 19, 1911 where more than a million women and men campaigned for women to obtain the right to vote, hold public office, attend vocational training and demanded an end to job discrimination for women.

Canada has an acknowledged reputation as a global leader on human rights issues for which Canadian women are leading the way and making a difference – both here at home and in the global community. Dedicated to realizing their full potential and their determination, Canadian women have brought about important social changes within Canadian society, and have influenced progress within other countries.

Canada is proud of the pioneering spirit of all Canadian women including those who have played an essential role in shaping the Canadian Armed Forces, serving initially in support roles, now proudly serving in all occupations across the ranks of officers, NCOs and NCMs. During Canada's early military history, it was through nursing that women exerted their greatest influence. The nursing tradition formed the basis for the first six decades of women's service with the CAF and although the wartime servicewomen did not set out to challenge society's perceptions about the social roles of women, their exemplary service in non-traditional military and civilian roles gave many people reason to rethink their ideas about careers and work for women.

The career aspirations of today's Canadian women in Defence and the tremendous contributions they are making across the department at home and around the world are like those of the women who were members of the wartime services of over 70 years ago. We have those pioneers to thank for opening the doors and the opportunities for women across Canadian society.

With such an incredible and inspiring past, we can confidently envision and create a future in which even more challenging and exciting opportunities are open to women and in which some of the barriers or challenges will no longer exist. We have so many inspiring young women making their mark and demonstrating strong leadership. While we honour and celebrate pioneers of the past, we must also look to building a strong foundation for the future.

It is with pride that I will join all military members and civilian employees for IWD to commemorate and celebrate the achievements of women in Defence while increasing awareness to the challenges still facing many women around the globe. I encourage all of you to do the same.

— RAdm Bennett, Chief of Reserves and Cadets

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

SERGEANT DAVE STRACHAN:

RED SERGE PATROL SERGEANT MOONLIGHTS AS KILTED CORPORAL

He's a sergeant by day and a corporal by night.

And whoever coined the American Army phrase "Be All You Can Be" may have had Canadian Sergeant Dave Strachan in mind.

One of a handful of soldiers who was in two foreign forces prior to joining the Canadian Army, Sgt Strachan serves the people of Canada in a dual capacity: As a patrol sergeant in the Royal Canadian Mounted Police and as a corporal in Vancouver's Seaforth Highlanders.

In his long, varied and eventful military career, he has soldiered in the most extreme conditions from the Brazilian rainforests, the arctic conditions of the Falkland Islands, on rock-pelted streets of west Belfast and the savannahs of central Africa. Sgt Strachan has lived the lives of several soldiers and could pass into the annals of military history as a soldier of fortune.

But that was never his calling. In fact, his call to serve drew him to a policing career that has seen his soldiering skills help through several operational police tours to Africa, Afghanistan and Jordan.

"As a patrol sergeant, I'm responsible for 16-18 Regular Members," says Sgt Strachan. "We do general duty policing: vehicle accidents, murder scenes, break-and-enters, threats, assaults, robberies, shoplifting and domestic disputes."

He has also served in other general duty detachments, in emergency response teams, serious crime units, the Integrated Homicide Team and with the Integrated Security Unit for the 2010 Winter Olympics.

Born in Toronto and raised in Kirkland Lake, Ont., military service is in the Strachan family history. His father served in the airborne battalion of the Princess Patricia's Canadian Light Infantry in the 1950s. But the younger Strachan's interest in the army would lead him on an unusual career trajectory.

BRITISH ARMY

"I always wanted to be a soldier and was in army cadets during high school," he says. "I went to Germany and Wales with the cadets during the summer of 1981, but when they came home, I stayed overseas and joined the Queen's Own Highlanders of the British Army. It took six weeks to enrol."

International soldiering appealed strongly to the northern Ontario teenager.

"There wasn't much happening in the Canadian Army then and you might as well join an army that will take you overseas. For me, a Scottish regiment was the right choice."

Following basic training in central Scotland, Sgt Strachan joined his unit on the Falkland Islands following the war with Argentina in the South Atlantic. Returning to Britain after an unforgiving Falklands' winter, Sgt Strachan and the Highlanders trained and deployed on a two-year tour to Northern Island, during the height of the Irish Republican Army's insurgency.

"We did a lot of urban and rural patrolling and some riot control," he says. "I only did one year in Ireland since my contract ended." Strachan's final British infantry qualification was the Advance Soldiers Cadre, a section commander's course. "That course was Hell," he recalls.

Returning to Kirkland Lake, he wanted to join Canada's Army; however, administrative back-stepping delayed his enlistment. Frustrated, Sgt Strachan returned to Britain, intending to re-enlist with the Highlanders when on a whim in early 1985, he joined the French Foreign Legion, completing his basic training in Castelnaudary.

FRENCH FOREIGN LEGION

"We started with a platoon of 45 and ended with about 30; mostly due to desertions," he says. "Legion training was basic and harsh. There was lots of PT and shooting; it was a 'last man standing' kind of course but in many respects it was simple too, because there were at least 15 different languages spoken in the platoon so the lessons themselves had to be simple."

Posted to French Guyana with the 3rd Infantry Regiment, Sgt Strachan's unit was tasked to provide security protecting the European Space Agency in Kourou.

"We were there for two years and we focussed on jungle and some commando training, but at the time there was a civil war in Suriname, so we had to deal with refugees flooding into our area. We also did some presence patrols on the border with Brazil, so there weren't too many dull moments."

Sgt Strachan was then transferred to the 2nd Parachute Regiment on the Mediterranean island of Corsica. As a paratrooper, he served three tours in as many years to the Central African Republic, Chad and returned once again to the jungles of South America.

CANADIAN ARMY

Releasing from the Legion in 1990, he joined Canada's Army Reserve in the Queen's Own Rifles. Two years later, he donned the red serge of the RCMP, but was forced to quit the Army as it wasn't permissible to serve concurrently in the RCMP and the CAF. As a result of a policy change regarding concurrent RCMP/CAF service, he joined the Seaforth Highlanders in 2009.

"It was an easy choice since they're allied with my first regiment, the Queens Own Highlanders."

He now serves a valued role in the *Canada First* Defence Strategy where he trains his fellow soldiers in small arms weapons handling and as a volunteer with the regimental museum. Sitting at the rank of corporal, Strachan exudes the familiarity and confidence of his station in life.

"This is where I come to get away from my regular job," he says. "The soldiers are keen and I can keep my hand in the military. I love the history of the regiment, and as a museum volunteer I get to read through the war diaries from the First and Second World War. This is where I come for fun." ◆

Sgt Strachan's Medals. 1. General Service Medal-South-West Asia 2. Canadian Peacekeeping Service Medal 3. UN Stabilization Mission in the Democratic Republic of the Congo 4. Royal Canadian Mounted Police Long Service Medal 5. British General Service Medal with Northern Ireland clasp 6. French Médaille d'outre-mer avec agraffe TCHAD 7. French Médaille de la Défense nationale, échelon bronze avec trois agraffes 8. French Médaille de la reconnaissance de la nation avec agraffe OPÉRATIONS EXTÉRIEURES 9. Jordanian International Police Training Centre Medal

FEBRUARY IS BLACK HISTORY MONTH

Every February for nearly 20 years, Canada has celebrated the legacy and contribution of black Canadians, past and present, during Black History Month. Across the country, we honour the many achievements and contributions of black Canadians who, throughout history, have done so much to make Canada the culturally diverse, compassionate and prosperous nation it is today. Some of these historic contributions to the Canadian Armed Forces.

- In 1604, some 400 years ago, the first recorded person of African heritage set foot in what would become Canada. Mathieu Da Costa arrived with the French explorers Pierre Du Gua De Monts and Samuel de Champlain. Da Costa, a free man who worked as an interpreter, provided an invaluable link with the Mik'maq people encountered by the Europeans.
- Black Canadians contributed to the wartime efforts during the War of 1812, where the Coloured Corps fought in the Battle of Queenston Heights, a decisive engagement with the Americans. The Corps had been established thanks to Richard Pierpoint, a black Loyalist and Canadian hero.
- While serving onboard of Her Majesty's Ship *Shannon*, William Hall, the son of a former slave, won the Victoria Cross during the relief of Lucknow, India. On November 16, 1857, the gun crews being injured and unable to effectively fire their guns, Mr. Hall and his wounded gunnery officer moved and fired the guns by themselves, until breaches were created in the fortress walls, permitting the infantry to move in, remove their besieged compatriots, and fight their way out of the city to safety.

In 1916, the military command authorized the creation of No. 2 Construction Battalion, a unit primarily composed of black Canadian enlisted men. This move allowed for the conscription of black Canadian men in other units for the remainder of the First World War. During the Second World War, black Canadians were included in Regular Army and Officer Corps.

Members of the No. 2 Construction Battalion.

MENTAL HEALTH RESOURCES: WHERE TO TURN FOR HELP

Twenty per cent of Canadians will experience a mental illness in their lifetime. However, two-in-three suffer in silence for fear of being judged or rejected because of the continuing stigma. The Canadian Armed Forces are working to reduce stigma and to encourage all personnel to recognize the signs of mental illness and to seek care either for themselves or their loved ones.

Often, peers and family members are the first to notice behavioural changes such as increased anxiety, anger, sadness, negativity, avoidance and substance-use that could be a sign of mental health difficulties. When we notice these changes, we have the responsibility to act and to aid them in seeking help.

If you or someone you know requires emergency mental health assistance, we urge you to contact or go to the nearest CAF health clinic or civilian emergency health care centre. Please also consult the services available below.

MENTAL HEALTH RESOURCES

CAF Health Services Clinics

Your local health services clinic or one of 26 mental health clinics can provide the required assistance or a referral to the most appropriate resource: **www.forces.gc.ca/en/caf-community-health-services-medical/clinic-information.page?**

CAF Member Assistance Program

The CAF Member Assistance Program is a confidential 24/7 toll-free telephone advisory and referral service for all CAF personnel and their families. It can also provide short-term, confidential, external counselling for those in need.

1-800-268-7708, 1-800-567-5803 (for the hearing impaired)

Employee Assistance Program

The Employee Assistance Program (EAP) is a voluntary, confidential and short-term solution-focused service available to civilian employees and their eligible family members who are experiencing personal or professional issues that may have an impact on their personal well-being and/or their work performance. EAP services are available through two points of contact: DND Referral Agents and professional mental health counsellors through Health Canada's Employee Assistance Services. A list of DND Referral Agents is available by region go to **http://hrciv-rhciv.mil.ca/en/e-employee-how-can-i-access-help.page?**

For immediate assistance, Employee Assistance Services can be accessed 24/7 at:

1-800-268-7708, 1-800-567-5803 (for the hearing impaired)

The Family Information Line

The Family Information Line is a toll-free bilingual telephone service for families of Canadian military personnel, intended to provide timely and accurate information as well as reassurance, support and referrals to other resources as needed. Family Information Line counsellors are available to handle calls and emails in confidence 24/7.

1-800-866-4546 (Toll-free in North America), 1-613-995-5234 (Collect calls accepted)

Military Family Resource Centres

Military Family Resource Centres provide information on subjects of interest to military families, including mental health. They can also provide psychological support through counselling and referral services to complementary programs in the larger, local community.

Operational Stress Injury Social Support

Operational Stress Injury Social Support is a peer-based support program for CAF members, veterans and their families who are coping with an operational stress injury.

Operational Trauma and Stress Support Centres

Operational Trauma and Stress Support Centres provide assessment, individual and group treatment for personnel experiencing difficulties that result from operational duties. Centres are located in Edmonton, Esquimalt, Gagetown, Halifax, Ottawa, Petawawa and Valcartier.

The Road to Mental Readiness

The Road to Mental Readiness web portal is designed to provide more information about the types of Road to Mental Readiness training provided to CAF personnel throughout their career, during deployment, and to CAF families. **www.forces.gc.ca/en/caf-community-health-services-r2mr/index.page**

Strengthening the Forces

Strengthening the Forces is the CAF's health promotion program and includes awareness and prevention initiatives in areas such as suicide, anger and stress management, healthy relationships, family violence, and addictions.

http://www.forces.gc.ca/en/caf-community-health-services-mental/index.page. ◆

OP ATTENTION DONATING GUITARS TO ROCK SCHOOL

The Taliban outlawed almost all music during their rule in Afghanistan, but through the investments made by International Security Assistance Force and Afghan citizens, great strides have been made in promoting and bringing music back to the communities over the past 12 years.

On December 19, the Mission Disposal Team (MDT) presented musical equipment to Rock School Kabul, one of the post-Taliban, Afghan-sponsored institutions that began spreading musical training in Kabul. This school of music is one of a few institutes in Afghanistan where Afghan youth can learn to play rock music. As Canadian welfare materiel became available for disposal, one of the best ways to ensure that a positive legacy is left is through the donation of this equipment to Afghan youth, which will be hopefully played for years to come.

Founded two years ago in a living room in the Afghan capital, the school has grown into a busy youth club based at an Arts Centre with limited resources, with a growing interest from children and youth; the centre has provided them with a place to meet, learn music, and promote positive ways to express and communicate themselves.

"The hunger among young people for a blast of electric guitar became clear when teenagers clamoured to get involved with jam sessions," said Humayun Zadran, Rock School Kabul founder.

ROCK SCHOOL KABUL

"Finding instruments, funds and teachers to keep the project afloat is a constant challenge," he said. "Getting instruments in this country is impossible. We have either carried them in from outside, or friends who bought a guitar in the US have left it here as a donation. You can't just go out and buy a set of strings or pick up a guitar."

As part of its mission, the MDT identified Rock School Kabul as an organization destined to receive donated musical instruments. With the mission coming to an end soon, all materiel that cannot be economically brought back to Canada has to be disposed of in-theatre. The disposal process is very complex but the priority is to find a recipient that, when items are donated to them, is in the best interest of Canada and will best help the country of Afghanistan. ◆

DEFENCE LEARNING NETWORK
Delivers Accessibility to Defence Team

Defence Team members now have access to an exciting new tool that significantly changes the learning and professional development landscape.

The Defence Learning Network (DLN) has taken the learning environment and moved it online. Users access training and education activities through the Internet and the DND/CAF intranet. This means that wherever there is Internet access, users will have access to the DLN.

"Through a single site, people can access everything related to training," said Alex Smith, DLN project manager. There's a lot of magic happening behind the scenes."

DNDLEARN

The DLN operates through a single point of access portal called DNDLearn and offers access to courses for military and civilian personnel. With more than 130,000 learner profiles already created for its users, this new capability has an incredibly broad reach. DLN's scope is equally ambitious, with the ultimate goal of providing all DND/CAF training.

"This new tool facilitates the 'Just-in-Time' training concept," said Major Roberto Furletti, Acting/A4 Maintenance Readiness for 1 Canadian Air Division. "With no travel involved, people aren't displaced for their training, which directly contributes to personnel efficiency while reducing time away from their families. And because it's self-paced, it's really convenient and easy to use."

A VIRTUAL WORLD

The DLN opens up a virtual world of learning options that range from more traditional classroom courses to in-depth practical training delivered in an online environment. Maintenance training for CAF members will be offered through the DLN, including training on the Hercules aircraft and other new military equipment.

The new platform also solves the difficulty of keeping track of training and certifications by providing an electronic record of courses taken, which is attached to the user profile. As a result, the DLN replaces a number of outdated systems and coordinates information previously stored informally on section spreadsheets and in personal records.

IN-SERVICE SUPPORT

The collaborative in-service support structure uses the Enterprise Information Technology Service Management one-stop help desk functionality, in which training providers address training related questions and the IM Group provides support on technical issues. This maximizes the user experience and ensures that any issues are addressed quickly and efficiently.

DND/CAF users are encouraged to learn more about the DLN at **http://img-ggi.mil.ca/pro/pro/dln-rad/index-eng.asp**. To access the DLN, please visit: **http://dln-rad.mil.ca**. ♣

Interesting Facts About the DLN

- *From July to September 2013, there were over 30,000 registrations for self-paced DLN courses.*

Two major crown projects, the Hercules and Chinook aircraft acquisition programs, have mandated that their contractors develop all training for delivery through AFIILE-DLN.

There are 2,668 active learners participating in online instructor led training using DLN's virtual classroom, which has eliminated the need for travel to physical classroom facilities. Since April 2013, 408 live online events have been conducted, and 322 of those sessions were recorded for students who were unable to participate in the live online sessions.

- *September 3, 2013, 707 learners accessed the DLN from the Internet, and each learner spent an average of 40 minutes working on a course. There were more than 9 million DLN page hits in September alone.*

MODERNIZING THE CONFLICT RESOLUTION PROGRAM

The DND Conflict Resolution Program is moving into a new era of alternative dispute resolution services. But their commitment to maintain best practices and to continue providing quality services and training, while increasing efficiency remain unchanged.

OVERALL GOALS

The program's overall goal is to continue to foster a work environment in which people manage conflict through respectful dialogue, cooperation and mutual understanding. To achieve this, the Conflict Resolution Program has taken measures to remain current, relevant and efficient into the future.

The program is now organized into a four-region model and Conflict Resolution Centres have been established in Halifax, Ottawa/Gatineau, Kingston and Edmonton to deliver alternative dispute resolution services. These four regional centres were chosen based on demographics and travel capacity, as well as other factors. Their core functions continue to be intervention, education, and awareness. In order to best achieve these services from a distance, technology is being leveraged to ensure continued reach of the centres. Distance learning, online live consultations, and telephone and video conferencing will be maximized. Practitioners and military staff from the respective Conflict Resolution Centres will also travel to bases and wings to provide intervention services and/or training in person. In collaboration with chains of command, office space will be dedicated or available at locations to facilitate private meetings on-site.

TEAMS READY TO HELP

Each Conflict Resolution Centre has a team of practitioners dedicated to assisting Defence Team members in resolving conflicts informally through interest-based discussions. Their services cover a range of interventions including consultation, coaching, facilitation, mediation and group interventions. These tools complement the skills used by commanders, commanding officers and civilian managers in their current leadership roles.

For more information visit **http://www.forces.gc.ca/en/caf-community-dispute-resolution-centres/index.page** and how to access their services.

Help for the winter blahs

February is often a challenging month. Winter seems like it is never going to end — ever. We spend more time indoors, which often results in feeling socially isolated from family and friends, which in turn contributes to more of the February blahs.

WHAT IS SOCIAL SUPPORT?

We are hard-wired for social support and without it our mental health is at risk. We receive social support from family, friends, and co-workers, who provide us with physical and emotional comfort. These people are part of our social support network and include people we trust, can go for help, who can provide comfort, and emotional support.

WHY IS SOCIAL SUPPORT IMPORTANT?

Social support provides many benefits to our mental health. Social support can protect us from the harmful effects of too much stress and is an essential part of mental fitness. It can provide us with a sense of belonging, increase self-confidence, and when facing difficult situations, support from others helps reduce the symptoms of stress and prevent stress-related illness, including depression.

HOW HEALTHY IS YOUR SOCIAL SUPPORT NETWORK?

Over time, our social support networks can become stale and need to be refreshed. Parenthood, divorce, moving, change in health, can all have an impact of your support network. If your support network is down to one or two people, perhaps it is time to enlarge your circle.

Consider these suggestions to expand and strengthen your supportive network:

1. Get involved in a group physical activity. You will meet new people and improve your mental and physical fitness.
2. Volunteer your time in your community. Joining a cause, helping others and spending your time doing something positive, is in itself a stress reliever.
3. Get in touch with friends from the past. Not all social support needs to be face-to-face. Staying connected via social media is a great way to reach out, although be aware of spending too much time on the internet. There is no replacing human contact in real time and space.
4. Be part of someone's social support. One of the best ways to receive support from others is to offer it yourself. Be aware of the people in your life who may themselves be feeling isolated and disconnected. Pick up the phone, or send a quick email and offer to meet them at the local coffee shop.

Brighten up the month of February by giving and receiving social support.

Interested in learning more about stress management and/or mental fitness? Consider attending Stress: Take Charge or Mental Fitness and Suicide Awareness.

Contact your local Strengthening the Forces, Health Promotion office on your base/wing.

TRAINING EXPERIENCE FOR CISM TEAM IN CUBA

Seven volleyball players had their first experience playing against international and skilled players December 1, 2013, as 16 CAF volleyball athletes travelled to Cuba.

The Conseil International du Sport Militaire (CISM) men's Volleyball team trained and competed alongside the Cuban elite volleyball players for a five-day training camp in Havana, Cuba.

"Training with the Cubans was a very good opportunity and provided exposure at the international level for our group of athletes," said Major Craig Johnston, CISM coach. "We're taking home lot of knowledge and experience for our upcoming tournaments this winter and for the 2014 World Military Volleyball Championships."

By maintaining a high state of personal physical fitness, our CAF athletes were able to win half of the games they faced throughout the week. The level of success our athletes achieved is a result of the skilled players, hard work and dedication that everyone brought to the team.

"Coming back to Canada, our team can be proud of their success, their diplomatic representation of CISM and the Canadian Armed Forces," said Maj Guillaume Tremblay, team manager. "This is probably the best results that our CISM team has had against the Cubans since 2006."

This training will prepare the CAF athletes for the World Military Volleyball Championships in Rio de Janeiro, Brazil, in July.

For more information on the CISM Men's Volleyball team, you can follow them on Facebook www.facebook.com/CISMvolleyballCanada and on Twitter www.twitter.com/CISMvolleyball ◆

PHOTO: Capt Dennis Noel

Pte Jean-Jerome Ouellet hits the ball against the Cuban junior team during a match at the Cuban National Training Centre.

F A Q

ASK THE EXPERT
STEP COUNTING

Q: I was told I should walk at least 10,000 steps/day and that I should wear a pedometer to monitor this. Well, I bought a pedometer and I find it very motivating. While I enjoy walking, I also like doing other activities and my pedometer isn't very useful when I am spinning or rowing. Is there a tool or chart I can use to estimate how many steps I can claim when I do different activities.

Cheers Sgt Lamarche

A: Dear Sgt Lamarche: First of all, congratulations on making a commitment to living an active lifestyle. This will pay off big time down the road for you.

There are a number of conversion tables available that allow you to estimate how many steps different activities are worth. Please keep in mind that the numbers quoted are "guess-timates" and will vary depending on what site you look at. Don't get too caught up in the numbers - the important thing to live an active lifestyle.

Based on metabolic rate (MET) conversion (Ainsworth 2011), here are some examples of the number of steps you can claim *per minute* doing the following non-walking activities:

Aerobics – low impact	175
Hockey – game	290
Aerobics – high impact	210
Martial arts – all disciplines	300
Badminton – game	200
Racquetball – game	290
Basketball – game	185
Rollerblading	290
Bicycling – stationary (moderate)	200
Rowing – intense	250
Bicycling – road – (10k/hr)	115
Running – 8min/k	175
Bicycling – road – (15k/hr)	170
Running – 7min/k	200
Bicycling – road – (20k/hr)	230
Running – 6min/k	290
Bicycling – road – (25k/hr)	290
Running – 5min/k	330
Bicycling – road – (30k/hr)	350
Running – 4min/k	360
Broomball – game	200
Running – 3min/k	550
Circuit training – moderate	125
Soccer – game	290
Circuit training – intense	230
Softball	145
Cross country skiing – 8k/hr	260
Spin class – intense	400
Cross country skiing – 13k/hr	360
Squash	360
Elliptical Trainer – moderate	145
Swimming – all strokes	348
Golfing – without a cart	150
Volleyball	232
Ice skating	200
Weightlifting – intense	175

Health Promotion in the Canadian Forces
STRENGTHENING THE FORCES
Promotion de la santé dans les Forces canadiennes

CANADA'S VICTORIA CROSS SERIES: REMEMBER, COMMEMORATE, HONOUR THE LEGACY

For gallantry in war, Canadians take second place to no one. In this series on Canada's Victoria Cross winners, we are showcasing the incredible feats of fighter ace Captain Billy Bishop of the Royal Flying Corps and Sergeant Edward Holland's actions during the Boer War. This series intends to highlight the individual efforts of our bravest and best which inspires the service of today's army, navy and air force personnel.

Edward James Gibson Holland was born in Ottawa, Ontario on February 2, 1878, and as a young man joined the 5th Princess Louise Dragoon Guards of the Militia. At the beginning of the South African War (1899-1902) he enlisted in the Royal Canadian Dragoons.

On November 7, 1900, at Lilliefontein, near the Komati River, a large force of Boer commandos sought to encircle a retreating British column whose rearguard comprised two troops of Royal Canadian Dragoons and two 12-pounder guns of "D" Battery, Royal Canadian Field Artillery. Sgt Holland was in charge of a Colt machine-gun firing between the two 12-pounders, helping to hold off the Boers. When his machine-gun jammed, Sgt Holland calmly disconnected the hot barrel, ran and captured a horse, and rode away with the gun under his arm.

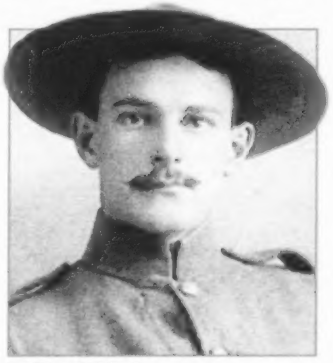
For his part in saving the 12-pounders and denying the use of his machine-gun to the enemy, Sgt Holland was awarded the Victoria Cross, one of three awarded for separate incidents in this action.

After he returned to Canada Holland received a commission as an officer in his old unit, the 5th Princess Louise Dragoon Guards. During the First World War he commanded a Motor Machine-Gun Battery, serving in France with the Canadian Expeditionary Force for one year. Sgt Holland died on June 18, 1948 in Cobalt, Ont.

CITATION

"Sgt Holland did splendid work with his Colt gun, and kept the Boers off the two 12-pounds by its fire at close range. When he saw the enemy were too near for him to escape with the carriage, as the horse was blown, he calmly lifted the gun off and galloped away with it under his arm."

London Gazette, no.27307, April 23, 1901



Sgt Edward Holland

PHOTO: Library and Archives Canada

Capt William Avery Bishop

William Avery Bishop was born in Owen Sound, Ontario on February 8, 1894. During the outbreak of the Great War, he was a cadet at the Royal Military College, in Kingston.

He enrolled in the 9th Mississauga Horse, Canadian Expedition Force, on September 30, 1914, later transferring to the Royal Flying Corps. Capt Bishop, who already had the Distinguished Service Order and Military Cross, became the first Canadian Airman to be awarded the Victoria Cross for his single-handed early morning attack on an enemy airfield near Cambrai, France.

On June 2,1917, he found seven aircraft on the ground; he attacked and destroyed three, and was later credited with the destruction of the remaining four aircraft. Capt Bishop continued air operations until August 1917 and returned to the front in June 1918. He emerged as the British Empire's second highest scoring ace, with 72 official victories.

Writing of his father's exploits many years later, Arthur Bishop remarked, "William Avery Bishop was a living legend whose exploits as the top British Empire Air Ace brought an excitement and glamour to a war bogged down in the appalling massacre of manhood in the muddy, vermin-infested trenches during World War 1."

In the Second World War Capt Bishop was an Air Marshal in the Royal Canadian Air Force inspiring thousands of young men and women to join the fight for freedom. He later died in Palm Beach, Florida on September 11, 1956.

CITATION

"For most conspicuous bravery, determination and skill.

Capt Bishop, who had been sent out to work independently, flew first of all to an enemy aerodrome; finding no machine about, he flew on to another aerodrome about three miles south-east, which was at least 12 miles the other side of the line. Seven machines, some with their engines running, were on the ground. He attacked these from about 50 feet, and a mechanic, who was starting one of the engines, was seen to fall. One of the machines got off the ground, but at a height of 60 feet Capt Bishop fired 15 rounds into it at very close range, and it crashed to the ground.

A second machine got off the ground, into which he fired thirty rounds at 150 yards range, and it fell into a tree.

Two more machines then rose from the aerodrome. One of these he engaged at the height of 1,000 feet, emptying the rest of his drum of ammunition. This machine crashed 300 yards from the aerodrome, after which Capt Bishop emptied a whole drum into the fourth hostile machine, and then flew back to his station.

Four hostile scouts were about 1,000 feet above him for about a mile of his return journey, but they would not attack.

His machine was very badly shot about by machine-gun fire from the ground."

Source: *London Gazette*, no.30228, August 11, 1917 ◆

424 SQUADRON crew makes rescue look easy

Team effort and training resulted in a daring rescue, as a successful search and rescue (SAR) mission in December at 8 Wing / CFB Trenton, placed military personnel in the public eye.

The Joint Rescue Coordination Centre (JRCC) Trenton received a call from the Kingston Fire Department concerning an individual trapped on a crane over a large fire in downtown Kingston. Not having the necessary resources to recover the crane operator, the fire department requested the assistance of 8 Wing's 424 "Tiger" Transport and Rescue Squadron.

Less than an hour later, a burned and physically distressed man was plucked from a small platform above a raging housing complex fire by the 424 Squadron helicopter crew.

A DARING RESCUE

It wasn't until the SAR crew approached the scene that they realized just how massive the fire was but upon seeing that the smoke was clear of the area where the man was trapped, they flew directly to the boom and Sergeant Cory Cisyk, SAR team leader, was hoisted down to the crane operator. Within minutes, he had the injured man secured and both men were hoisted back into the helicopter.

A TEAM EFFORT

Rescues like this are very much a team effort. While Sgt Cisyk was out on the hoist doing the rescue, the flight engineer (FE), Corporal Iain Cleaton operated the hoist and provided direction to the pilot and his first officer.

CH-146 Griffon pilot Captain David Agnew and First Officer Capt Jean-Benoit Girard-Beauseigle shared control of the aircraft, shifting back and forth, depending who had the best view of the rescue. While the Griffon crew worked together to keep the helicopter in the best position for the rescue, Sgt Cisyk worked to get the crane operator into the horse collar and into the aircraft quickly and safely.

The ease at which he was able to reach the operator and extract him from the boom speaks to the training of the flight engineer.

"I'm truly impressed with the flight engineer, (Cpl Cleaton)," says Sgt Cisyk. "It showed the skill he has." Cpl Cleaton attributed his skill to the amount of training they receive.

The teamwork didn't stop once the crane operator was in the aircraft, according to Cpl Cleaton.

"The SAR Techs checked the crane operator for his physical health and ability to communicate," he said. "The rest of us all had a job to get back to. Once that part of the mission (was) complete, we (had) to secure the helicopter. We all (had) a job to do. The pilots (took) us down to our proper approach to the helicopter pad at KGH. I had my head out the door to make sure we're clear in the surrounding area so there really wasn't time after we had the operator on board to talk about (the rescue) because we were actually into another phase of the flight where all of us had an individual job to do."

"Then we had a helicopter to get back to the Trenton, land, debrief ourselves and of course there was some congratulating going on," he noted. "We were all pretty happy as a team how well we worked together and the effective result of the mission. The big thing for us was to just carry on." ◆

PHOTO: Mark Lees

LGen Yvan Blondin, RCAF commander, centre, and CWO Patrick Young, (left), along with 424 SAR Rescue team who took part in the Kingston rescue SAR Tech Team Leader Sgt Cory Cisyk, Aircraft Commander Capt Dave Agnew and Flight Engineer Cpl Iain Cleaton.

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

The staffing pool

"Madeleine, guess what!" Josie exclaims. "I just learned that I can staff my analyst position from a pool of three qualified candidates. I'm so relieved: it took us a year the last time we staffed this kind of position. This is really going to reduce the time it takes to get somebody in here."

"Outstanding!" Madeleine replies. "There is so much work to do in your shop. Do you have a preference among the candidates?"

"There is one that stands out as the right fit. She's from another department, but used to work here at DND, where she gained valuable experience in project management – exactly what's needed here. Her name is Stephanie Mondrian. You don't happen to know her?"

"Yeah, I do. I met her once, briefly, but I've known her husband Rick for years… and at a get-together last week, he did mention that Stephanie would really like to come back to Defence."

"Well, I'm sure glad to hear that," says Josie.

"Oh, and you should have seen Rick's face," Madeleine adds excitedly, "when he told me Stephanie had just found out she was pregnant. He was radiant, just beaming!"

A little later, Josie is sitting at her desk, mulling over her conversation with Madeleine. She thinks: if this candidate is pregnant, she's only going to be here a few months before she goes on mat leave for a year. And then maybe even longer if she decides not to come back right away. I'm not sure I can afford that, with all the work we have around here…

Josie ponders her next move.

As an observer adopting a Defence ethics point of view, what advice would you give these people?

Send your comments to the Directorate Defence Ethics Programme at ethics-ethique@forces.gc.ca. Your feedback is valued and used to gauge the effectiveness of our outreach.

Suggestions for ethical scenarios based on your experiences are welcome and can be sent to ethics-ethique@forces.gc.ca.

COMMENTARY – The Staffing Pool

As a responsible manager, Josie is doing what she can to address the heavy workload in her section following proper staffing procedures to identify the person with the best skill set for the job. Josie could have legitimately picked any of the candidates because all three are qualified; but she chose Stephanie as the right fit. It is understandable that Josie could develop a thread of doubt or disappointment about hiring an employee that would soon be off for a year creating a gap situation; however, the fact that Stephanie is pregnant should not factor in on any decision that Josie takes. In these circumstances, if Josie allowed her assessment to be influenced by the knowledge of Stephanie's pregnancy, that decision would be unfair to Stephanie and would be contrary to the Government of Canada's efforts to create a fair and equitable workplace. Ethically, it would be counter to the Defence Ethics Programme's three main principles and their expected behaviours. Not withstanding work place pressure, Josie would demonstrably fail to value diversity; fail to perform her duties and responsibilities ethically and fail to respect legislation, policies and directives of the government and department. Hiring Stephanie over the others would be an excellent example of exercising the government's value of Stewardship in that it "considers the present and long-term effects of actions" namely in voice and action supporting the government's longstanding policy of workplace equality.

For those who are interested in additional information on staffing issues, visit the DND civilian personnel (HR-Civ) intranet site (ADM (HR-Civ) where you will find relevant and helpful information.

ADOPT A PLANT – KEEPING DND GREEN FOR A GOOD CAUSE!

Recent policy changes have meant that the DND has had to part with all of the greenery in its National Capital Region offices. Thanks to the quick thinking of one employee, not everyone is saying goodbye to their workplace plant life.

Upon hearing of the plant removal, Nathalie Lauzon with Director Official Languages, it upon herself to place an online bid for the 60 plants located within her building. As luck would have it, she won them all.

Not having the means to take care of all the plants herself, Ms. Lauzon set up a plant "adoption" program, which would give employees in her office the opportunity to take on the responsibility for caring for their favourite office plants. For a minimum adoption fee of $20, employees could choose to either take their plants home, or leave them at work. The initiative has been a great success! Within less than a week of returning from holidays all 60 plants found new caregivers.

All proceeds from the adoptions are being donated to the Soldier On Fund, a Canadian Armed Forces charitable fund that helps serving and retired military members overcome their non-visible or visible illness and injury through sport and other physically challenging activities. More than $1,230 has been raised.

Anyone inspired by Ms. Lauzon's initiative, can place bids on the auction website at **www.gesurplus.ca**. ◆

Nathalie Lauzon with Director Official Languages, took the initiative to keep her office space green.

Government of Canada / Gouvernement du Canada

Canada

Security is in YOUR hands!

SECURITY AWARENESS WEEK

FEBRUARY 10-14, 2014

La sécurité est entre VOS mains !

SEMAINE DE LA SENSIBILISATION À LA SÉCURITÉ

DU 10 AU 14 FÉVRIER 2014

CANADIAN JOINT OPERATIONS COMMAND has the watch

As CJOC's Canadian Forces Integrated Command Centre (CFICC) enters its second year as the CAF's 24/7 operational centre, it's important to let the CAF know if they have relevant operational/strategic information push it to CFICC. They will analyse and forward the information to those who need to know within the Senior CAF Leadership.

CFICC BEGINNING

CJOC Commander Lieutenant-General Stuart Beare's intent for CJOC was to anticipate future operations, prepare for contingencies, and then conduct those operations with efficiency and effectiveness.

CFICC has evolved and made strides as part of transformation and a key element was bringing the Command and Control elements of previous commands together "we (CJOC) have the watch".

Initially stood up as a blend of the strategic and operational watch floors from previous commands, CFICC has both integrated and evolved along with CJOC to be the focal point of the information flow between the planners within CJOC to the Strategic Joint Staff (SJS), Joint Task Forces (JTF) around the country, Canadian Defence attachés around the world, and deployed forces around the globe.

CJOC comprises task forces and elements employed on operations, standing domestic Regional Joint Task Force Headquarters in Yellowknife, Victoria, Edmonton, Toronto, Montréal and Halifax; the Joint Operational Support Group, headquartered in Kingston with units across Canada; a worldwide network of liaison officers and command and control, intelligence, and support nodes; and a headquarters in Ottawa. CJOC exercises operational control of the Joint Forces Air Component Command, Maritime Component Command, 1st Canadian Division Headquarters, and Special Operations Coordination Element.

CFICC's 24/7 watch comprises an integrated joint operational and strategic watch that acts as a conduit to facilitate information flow thereby enabling CJOC to conduct complex operations. CFICC is not only connected to deployed forces and other CAF operation centres, but is also connected to federal ops centres here at home and several allied operation centres abroad. CFICC is unique as it is capable of monitoring over 20 classified and unclassified systems in order to maintain situational awareness both at home and abroad.

OPERATION LEVEL INFORMATION ON DEMAND

"The key to CJOC's Operation Centre's effectiveness is the maintenance of a 72-hour Rolling Focus on world events and their impact and/or potential impact on CAF operations," says Commander Kristjan Monaghan, director of CFICC. "With 18 operations currently active around the world, CJOC's Operation Centre funnels information to SJS strategic level authorities and policy makers, CJOC operational planners, and tactical level response teams around the country and in-theatre."

The Operation Centre's rolling focus means ensuring operational and intelligence information is delivered on target to the right people through a wide variety of classified and unclassified networks. This information is drawn from the past 24 hours to serve as a foundation, and then looks forward at the future 24-48 hours to create a comprehensive picture for the CJOC planners to use to anticipate, plan and execute ongoing and future operations.

PROVING THE PROCESS

After the committed effort of the first year to bring its operational parameters into full maturity, CFICC was ready to play its part within CJOC to help make Op RENAISSANCE, the CAF's disaster response in the Philippines, a smooth and effective operation.

Utilizing the wide array of joint expertise on the Watch Floor, CFICC functioned in the central role of conducting mission briefs to the CJOC Command teams as a key component to the daily battle rhythm, processing DART SITREPs sent from in-theatre, and creating reporting products to SJS and CJOC staff. CFICC proved itself as the go-to contact point when information was either provided or required.

PULSE ON OPERATIONS

In the end, CFICC's goal is to not only be ready with the vital information needed and to provide that information on demand, but to be focused and analyze world events. CJOC's Operation Centre is constructed to have situational awareness and then to clarity information, connect civilian and military authorities with the tactical level teams, and ensure the proper operational information is processed and disseminated accurately, timely and securely. When incidents happen that directly impact or have the potential to involve the CAF, CFICC will ensure the information is organized, evaluated, and communicated to provide ordered, timely information flow to the Senior leadership of the CAF.

PHOTO: POI Munro

Gen Tom Lawson, CDS with CJOC Commander LGen Beare and CJOC Deputy Commanders and staff receive the Daily CJOC/CFICC Battle Update Brief from the CFICC Senior Watch Officer on CJOC's CFICC Watch Floor.

PHOTO: MCpl Jasper Ackwerts

Participants taking part in the Soldier On - USA Warriors winter classic were recovering from a variety of injuries, both physical and mental. Several of the players wore prosthetic legs, arms and to artificial eyes.

SOLDIER ON - USA WARRIORS FACE OFF IN WINTER HOCKEY CLASSIC

Corporal Yan Morin, 1st Battalion Royal 22e Regiment spent months fighting outside the wire in Kandahar Province Afghanistan. He saw combat against the Taliban regularly, and on two occasions Cpl Morin was involved in improvised explosive device strikes. Four years later, Cpl Morin is dealing with the scars, both physical and mental, that his time on patrol under the blazing Afghan sun has left him.

THE PROGRAM

The Soldier On program is designed for men and women like Cpl Morin. Founded in 2006 the mission statement of Soldier On is to "Empower retired and serving Canadian Armed Forces (CAF) members with an injury (visible or non-visible) to accept their new normal by adopting an active lifestyle through participation in physical, recreational, or sporting activities".

This was part of the impetus between the Soldier On – USA Warriors Winter Classic. On December 16, 2013 a group of 16 CAF members and veterans travelled to Detroit Michigan to play an exhibition hockey game against the USA Warriors, a team of their American counterparts made up of wounded veterans from across the US military. Held on an outdoor ice rink at Comerica Park, home of the Detroit Tigers, the Winter Classic was just one of a number of activities that made up the Hockeytown Winter Classic Festival, the lead-up to an outdoor hockey game between the NHL Toronto Maple Leafs and the Detroit Red Wings on January 1.

CANADIAN-AMERICAN BOND

The action between the Canadian and American teams was intense, with both the Soldier On team and the USA Warriors playing hard through two periods of hockey. In the end, the scoreboard read 7-2, with the victory going to the Canadian team.

"We were brothers in arms on the battlefield, and now we are coming together here again, still brothers. That bond is a powerful one that will stay with us," said Canadian team coach, and retired NHL goaltender Lieutenant-Colonel Ed Staniowski.

WINTER CLASSIC

The Winter Classic offered all of the participants a unique opportunity to come together as a team with a group of individuals experiencing the same problems they are, to build a support network, and to take a large step on their road to recovery. In spite of their having a wide variety of injuries, the members of the Soldier On team share a number of common challenges: whether they are learning to use prosthetics, they are trying to enjoy the activities that they used to in spite of suffering serious injuries, or they are overcoming operational stress injuries, they have all had to adapt to drastically changed life situations. Being able to spend time with other individuals facing similar difficulties offers a powerful opportunity for these individuals to realize that they are not alone, that other people have faced similar challenges, and that there are people out there to support them.

Any serving or retired CAF member that has suffered an injury, whether physical or mental, is able to use the services provided by Soldier On. More information is available online at **www.soldieron.ca** or at 1-800-883-6094. ♣

Afghanistan by the Numbers...

The Canadian Armed Forces' contribution to Canada's mission in Afghanistan has been broad and far-reaching, ranging from combat operations, to direct humanitarian assistance, to assisting with developing training institutions that build and sustain a capable and confident Afghan national security forces.

Learn more about the CAF mission in Afghanistan in the March issue of *The Maple Leaf*.

CAF Members deployed to Afghanistan for at least 30 days duration up until March 31:

Le nombre de militaires canadiens déployés en Afghanistan pendant au moins 30 jours jusqu'au 31 mars :

OPERATION/TASK FORCE OPÉRATION/FORCE OPÉRATIONNELLE	Reg F Réguliers	Res F Réservistes	Totals Total
CCTM - AFGHANISTAN (OP ATTENTION) CCMF - AFGHANISTAN (OP ATTENTION)	1 835	356	2 191
OP ACCIUS (4975)	1	0	1
OP APOLLO	7 152	127	7 279
OP APOLLO - HALIFAX	0	2	2
OP APOLLO R933	0	1	1
OP ARCHER	431	27	458
OP ARGUS 6402	8	2	10
OP ATHENA	5 984	370	6 354
OP ATHENA MDT (6293) / OP ATHENA ECM (6293)	109	13	122
TF AFGHANISTAN / FO AFGHANISTAN	18 770	4 387	23 157
TF AFGHANISTAN - RC(SOUTH) FO AFGHANISTAN – CR(SUD)	238	85	323
TF AFGHANISTAN - RC(SOUTH) - CE4 FO AFGHANISTAN – CR(SUD) – CE4	110	16	126
TF KABUL (OP ACCIUS) / FO KABUL (OP ACCIUS)	2	0	2
Totals / Total	3 4640	5 386	**40 026**

1

First for the CAF: The first Canadian female in-theatre in Afghanistan,employed in a combat role on a combat mission.

Une première pour les FAC :
La première Canadienne à participer à une mission de combat en Afghanistan

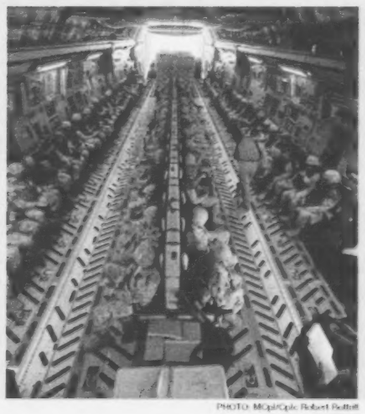


PHOTO: MCpl/Cpic Robert Pettitt

CAF personnel, completing their tour of duty, sit and await their departure aboard the CC-177 Globemaster III strategic transport aircraft at Kandahar Airfield, Afghanistan, February, 19, 2009.

Des soldats canadiens qui ont terminé leur période de service patientent avant leur départ à bord d'un aéronef de transport stratégique CC-177 Globemaster III à l'aérodrome de Kandahar, en Afghanistan, le 19 février 2009.

Mail from Canada to Afghanistan (2005 to 2013)

Le courrier provenant du Canada à destination de l'Afghanistan (de 2005 à 2013)

	Kilogram Kilogrammes	Bags Sacs
2005	68 028	4 419
2006	209 633	12 107
2007	307 884	17 109
2008	365 256	19 898
2009	341 974	19 257
2010	370 464	20 714
2011	294 771	11 483
2012	73 586	4 308
2013	42 853	2 546

1 984 449 **111 841**

Note: The mail tracking system from which the majority of the above data was obtained came into effect in 2005 and mail stats for years 2002-2004 were not available.

Nota : Le système de suivi du courrier dont provient la majorité des données ci-dessus a été établi en 2005. Par conséquent, on ne dispose pas de données concernant le courrier livré pendant la période de 2002 à 2004.

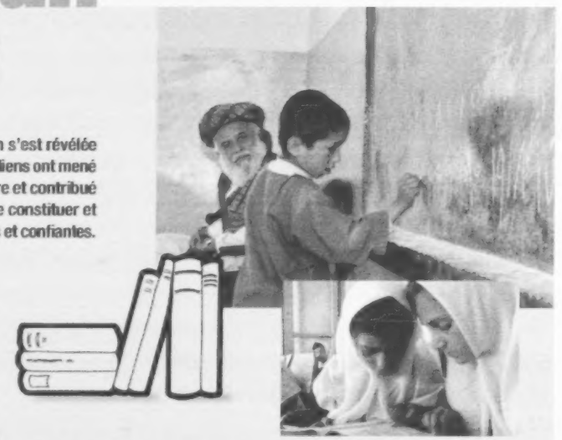
L'Afghanistan en chiffres

La participation des FAC à la mission du Canada en Afghanistan s'est révélée d'une portée et d'une ampleur considérables. Les militaires canadiens ont mené des opérations de combat, dirigé des mesures d'aide humanitaire et contribué à la création d'établissements d'entraînement qui permettent de constituer et de maintenir des Forces de sécurité nationales afghanes efficaces et confiantes.

Personnel Support Programs staff civilians deployed:

Nombre de membres du personnel civil des PSP déployés :

1 200



Opportunities for education have increased with more than 13 000 schools now educating more than 9 000 000 children.

L'instruction est désormais plus accessible en Afghanistan, on plus de 13 000 écoles accueillent quelque 9 000 000 d'élèves.

Communities connected to the national electric grid increased by 600 per cent since 2003.

Le nombre de collectivités raccordées au réseau électrique a augmenté de 600 % depuis 2003.

Building roads: Over the course of the ISAF mission more than 24 000 km of roads and 75 km of railways have been constructed to enhance commerce and communications

Ouvrir la voie : Pendant la mission de la FIAS en Afghanistan, on a construit plus de 24 000 km de routes et 75 km de rails afin d'améliorer le commerce et les communications.

More than 2,600 km of fibre optic cables now connect Afghanistan's major cities.

Plus de 2 600 km de câbles à fibres optiques relient désormais les grandes villes d'Afghanistan.